College of Micronesia-FSM President's Leadership Assessment Inventory

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|--|--------------------|--|----------------------|
| Scale | 1 2 3 4 | 5 NA | |
| Presonal Attributes | | | Total Comments |
| Accepts and enjoys the role of leader | | | |
| Is a self-confident person | | | |
| Is self-motivated and self-directing | | | |
| Has a firm sense of commitment and purpose | | | |
| Is action oriented has a strong drive to accomplish and achieve | | | |
| Is a decisive person | | | |
| Is willing "to stand up and be counted" even with an unpopular view | | | |
| Is able to deal effectively with conflict | | | |
| Is a person of integrity | | | |
| Is continually learning, developing, and expanding | | 0 | 0.0 |
| | 0 0 0 0 | 0 | 0.0 |
| Leader as Change Agent | | | Total Comments |
| Can envision a new reality and aid in its translation into concrete terms | | | i otai commenta |
| Is able to abandon outmoded assumptions and to experiment with some alternative concepts | | | |
| Is a person who can make things happen | | | |
| Is able to shape and push an idea until it takes usable form | | | |
| Is able to get enough power to mobilize people and resources to initiate and | | | |
| implement an innovation | | | |
| Actively involves his or her people in planning for change | | | |
| Generates an attitude that change is normal | | | |
| Is able to gain acceptance of change with a minimum of resistance | | | |
| Seeks out and accepts criticism of his or her ideas | | | |
| Is able to create a pocket of excellence on his or her turf | | | |
| | 0 0 0 0 | 0 | 0 |



Scale

Clarifying the Values

Serves as the focal point of the unit in translating organizational values into reality

Demonstrates a clear understanding of the organization's value system

Is able to articulate and breathe life into the organization's value system

Communicates the organization's values in terms of specific statements on specific issues

By communicating the organizational values, is able to provide employees with a "compass" and point them in the proper direction

Makes decisions and acts in accord with the organization's value system

Is faithful in adhering to the organization's value system

Demonstrates consistency in action and words

Rewards staff on the basis of their adherence to the organization's value system

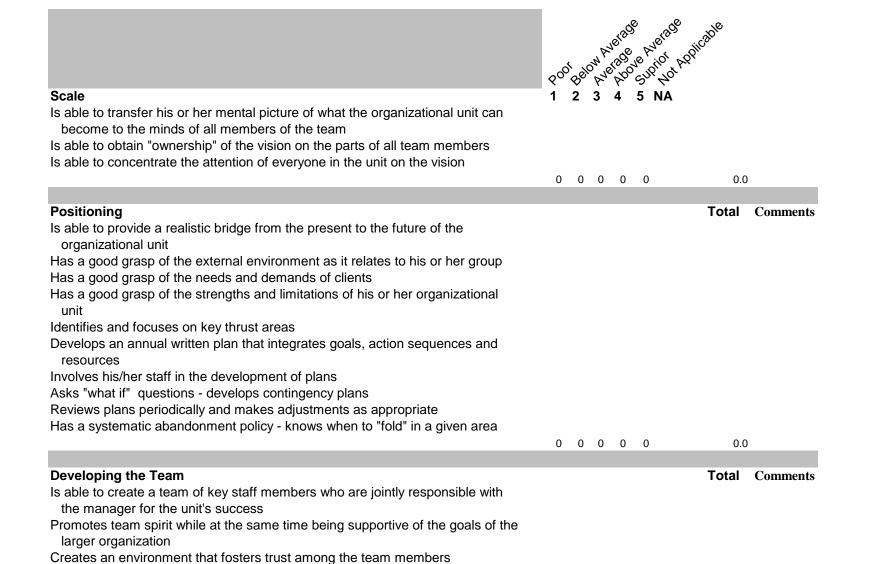
Is successful in translating the organization's values into reality that is manifest in

the staff's daily behavior

| | 0 | 0 | 0 | 0 | 0 | 0.0 |) |
|--|---|---|---|---|---|-------|-----|
| | | | | | | | |
| Creating the Vision | | | | | | Total | Com |
| Demonstrates a good grasp of what the organizational unit is and how it is faring | | | | | | | |
| Demonstrates a good grasp of the goals and strategic plans of the larger organization | | | | | | | |
| Demonstrates an ability to focus on the critical issues | | | | | | | |
| Demonstrates an ability to think beyond the daily routine, to see a greater vision that ties day-to-day activities to future goals | | | | | | | |
| Demonstrates the ability to set a new direction for the organizational unit for which he or she is responsible | | | | | | | |
| Identifies an overarching goal that captures the unique thrust of his or her unit and provides common purpose | | | | | | | |
| Is able to attain a clear and coherent mental picture of what the organizational | | | | | | | |

Is able to attain a clear and coherent mental picture of what the organizational unit can become

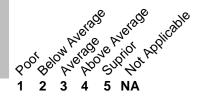
mments



Actively involves the team members in the formulation of group goals and

Achieves among all team members a commitment to the group goals

objectives



Scale

Actively involves team members in key decisions that influence their work

Seeks advice and counsel from the team members

Promotes honest, sincere feedback among all members of the team

Promotes a win - win approach to conflict resolution

Actively involves the team members in evaluating group performance and

deciding upon corrective action

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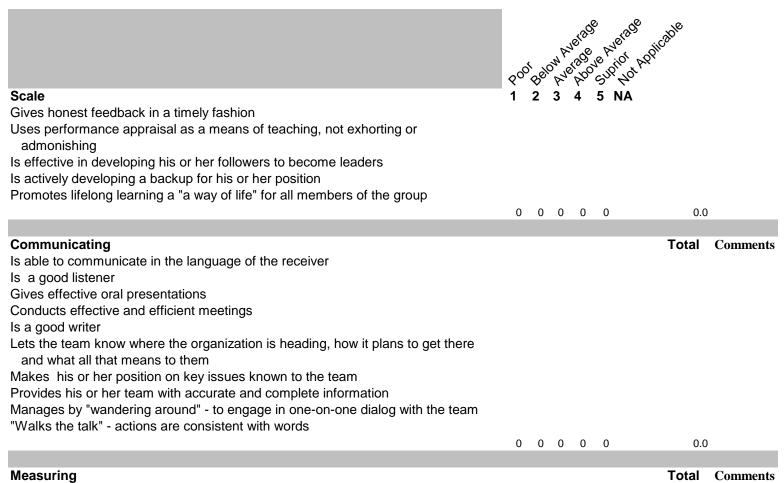
| Empowering | | | | | | Total | Comments |
|--|---|---|---|---|---|-------|----------|
| Treats people as his or her most important asset | | | | | | | |
| Treats people with dignity and respect | | | | | | | |
| Shows concern for each staff member as a person | | | | | | | |
| Is able to perceive the needs of his or her people | | | | | | | |
| Is effective in linking the need of the individual staff members and the needs of the organization | | | | | | | |
| Demonstrates a clear commitment to excellence | | | | | | | |
| Is able to attract and energize people to an exciting vision of the future | | | | | | | |
| Motivates others through enthusiasm and infectious optimism | | | | | | | |
| Is able to bring out the best in people lifts them to their "higher selves" | | | | | | | |
| Is able to make his or her staff feel that they are winners | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0.0 |) |
| | | | | | | | |
| Coaching | | | | | | Total | Comments |
| Cares enough about people to take the time to build a personal relationship with them | | | | | | | |

Takes a personal interest in the career development of each member of his or her group

Uses naturally arising interactions with staff to foster learning

Makes effective use of work assignments as a major means of developing his or her staff

Is an effective delegator

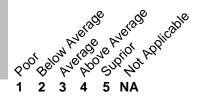


Has a good grasp of the nature of the system for which he or she is responsible

Has a good grasp of the state of the system at any point in time

- Has a good grasp of the relation among causal, intervening, and end-result variables in the system for which he or she is responsible
- Is able to identify the "critical success factors" the limited number of areas in which satisfactory results will ensure successful performance

Collects data and information continually on the critical success factors - those which are operationally most important



Scale

Continually evaluates progress against plans

Conducts effective operations review meetings to evaluate overall performance

Deals with problems in proportion to their importance

Is effective in taking corrective action promptly whenever accomplishments

deviate significantly from the plan

| <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | |
|----------|----------|----------|----------|----------|-----|
| 0 | 0 | 0 | 0 | 0 | 0.0 |